Senior Pacific Fleet Leadership Pitches Navywide Knowledge Management

By U.S. Pacific Fleet Public Affairs Office

Deputy Chief of Staff for Plans, Policies and Requirements, U.S. Pacific Fleet Rear Adm. Joseph P. Mulloy advocated his support for the Navy to assimilate the Pacific Fleet's (PACFLT) successful electronic knowledge management (eKM) model during a high-level briefing at the Information Management and Information Technology Conference Jan. 30 at the San Diego Convention Center.

Knowledge management is a systematic approach to aligning people, processes and tools to maximize performance for a desired outcome. PACFLT's eKM strategy includes the use of a knowledge portal and an effects-based approach for quantifiable results to ensure knowledge leads to maritime security and the commander's intent. PACFLT is advertising its eKM solution for Navywide use.

"The vision, goals, objectives and strategies of our leadership clearly define what we are expected to do," said Mulloy, who is also PACFLT's chief knowledge officer. "Taking our cue from Navy leadership, we've produced a successful model for fostering and creating an information and knowledge sharing environment that is creating efficiencies and raising effectiveness both within and among adopting organizations."

According to Lt. Cmdr. Tony Bruce, deputy chief knowledge officer, knowledge-based organizations, teams and systems are characterized by the phenomenon known as the network effect — a term that reflects the value and effectiveness of an organization as its user population expands.

"As more and more users join the organization and contribute to it, the body of information and knowledge it comprises grows at an exponential rate making it an increasingly valuable resource," Bruce said. "People in this knowledge-based organization must do more than just be connected in order to share the information and knowledge. They must have a mind-set or belief that encourages and rewards them to participate."

PACFLT's eKM model is an asynchronous-collaboration tool set, which offers a calendar, out-of-office tool and action tracker to aid in workflow and scheduling as well as document storage.

U.S. Pacific Fleet Deputy Chief of Staff for Plans, Policies and Requirements Rear Adm. Joseph P. Mulloy discusses Pacific Fleet's eKM model at the Department of the Navy Information Management and Information Technology Conference Jan. 30 in San Diego, Calif.

Ms. Jamie Hatch, electronic knowledge management specialist, explains the various aspects of eKM to military members and civilian employees during a training session for users at U.S. Pacific Fleet headquarters aboard Pearl Harbor, Hawaii.

"The tools and technology of eKM are simply enablers that act like a catalyst does in a chemical reaction," Mulloy said. "They contribute nothing to the end result of the reaction of two chemicals, which in our case is people and processes, but are essential to make them react and work together."

PACFLT's eKM model also enables global connectivity because it's Web-based and not dependent on the Navy Marine Corps Intranet (NMCI). Users can access eKM from any computer with Internet access and a Common Access Card (CAC) reader. This allows secure access for overseas commands, remote sites and personnel on travel, which is a major advantage of the model.

"The benefit of having a Web-based technical solution is helping the end user's effectiveness by 'sharing in' and accessing a single environment," Bruce said. "The 'IT tail' of such a model is also very efficient and can be scaled to fit the user's needs, Bruce said. "

The importance of scalability is supported by the fact that there are 150 commands using eKM and about 15,000 users, Bruce said.

"The eKM model can be tailored by each command through the use of business rules," Bruce said. "One of the reasons for this is the technical environment tools which are shared across the entire enterprise. The single eKM (database) is critical to eliminating technological stovepipes that have plagued existing network-based enterprises because tools cannot span the entire Navy."

PACFLT is confident eKM can easily integrate into the existing Defense Knowledge Online (DKO), a service gateway offering many of the same benefits as eKM.

"Although we've had no direct contact with anyone associated with DKO to develop a plan, we are positive eKM will easily integrate," said Bruce. "Many commands are already using applications such as SharePoint and Navy Knowledge Online as front ends and have incorporated portions of eKM into their working environment."

"The Pacific Fleet area of responsibility spans 16 time zones from the Panama Canal to the Persian Gulf. We need a system that allows us to link for collaborative planning and action — eKM is that system."

– Rear Adm. Joseph P. Mulloy

Although current bandwidth limitations allow eKM to support only 200,000 users, PACFLT is driven by the prospect to expand eKM availability and has outlined a phased-approach plan to support 600,000 Navy users. This phased-implementation approach would reduce delays and cost, Mulloy said.

"The potential effectiveness of a networked, seamless team of more than 600,000 Navy, Marine Corps, civilian and contractor personnel cannot be underestimated, and eKM provides an opportunity to make this dream a reality," Mulloy said.

Both the Unclassified but Sensitive Internet Protocol Router (NIPR) and Secure Internet Protocol Router (SIPR) networks support eKM operations. Sharing information on both sites is controlled by community membership, which can be as large as an entire command or as small as one individual. Community membership also adds to the security of eKM.

"In addition to the standard security measures everyone must have to access a Department of the Navy network, the sharing of information on our NIPR and SIPR sites is controlled by community membership," Bruce said. "While membership size of a community may vary, who has access to the community is always controlled."

"The Pacific Fleet area of responsibility spans 16 time zones from the Panama Canal to the Persian Gulf," Mulloy said. "We need a system that allows us to link for collaborative planning and action — eKM is that system."

Enabled by senior PACFLT leadership's full commitment and supported with the education and guidance of proven change management and process improvement teams, a culture of sharing, collaboration and efficiency has begun across the entire area of responsibility.

For more information visit the Pacific Fleet on the Web at http://www.cpf.navy.mil. CHIPS

NPDC Names Recipients of First Knowledge Management Awards

By MC1 (SW/AW) John Osborne, Naval Personnel Development Command Public Affairs

The Naval Personnel Development Command (NPDC) held its first Knowledge Management Awards Board in January and the winners were announced by Rear Adm. Moira Flanders, commander, NPDC, during the most recent Commanding Officer/Command Master Chief Conference in Pensacola, Fla.

Knowledge management initiatives began at NPDC four and half years ago, and today, KM has become the process by which leadership utilizes the training tools at their disposal to effectively manage corporate knowledge in their commands.

The awards were given in the categories of Community of Practice (CoP) and Innovation. Master Chief Legalman (SW) Donna Sayers from the Center for Service Support (CSS) Athens, Ga., took home the CoP Award.

Sayers' award was based on her development and management of a CoP on Navy Knowledge Online (NKO) that enables collaboration and knowledge sharing across the legalman community. Sayers said her goal in building the CoP was to provide LNs with standardized training, reachback points of contacts, and direct links to the forms and directives they need to perform day-to-day duties. She also wanted a knowledge portal that could keep information current and be as readily available to LNs on independent duty or serving in remote locations as it is to those serving in Navy Legal Service Offices where they have at least one chief petty officer and an experienced LN available.

"I think one of the big differences in the LN CoP is [that] although it provides training, its focus is not only on training," said Sayers, whose CoP can be accessed through NKO at https://www.nko.navy.mil.

The Innovation Award was split between Mass Communications Specialist 1st Class (SW/AW) Jorge Morales from CSS and Fire Controlman 1st Class (SW) Christopher Downing, Fire Controlman 1st Class (SW) Daniel Mohn, Electronics Technician 2nd Class (SW) Francisco Noguera, Mr. Peter Shepherd and Mr. Timothy White, all from the Center for Surface Combat Systems, Great Lakes, Ill.

CSS is one of 16 Learning Centers, and CSCS Great Lakes is one of more than 60 learning sites aligned under NPDC, which is responsible for providing Sailors with the tools, knowledge and opportunities for their personal growth and professional development.

"The Center for Service Support and Center for Surface Combat Systems have displayed excellence both in building a community base of collaboration that helps people learn from one another more efficiently, and they have excelled at developing innovations that help make the Navy more mission capable and ready," said Jon Harris, knowledge manager for NPDC, who is responsible for the development and implementation of the knowledge management strategy for the NPDC domain.

The CoPs for ETs or FCs can be accessed by logging into NKO at https://www.nko.navy.mil, and entering the appropriate directory name for each rate in the search bar.

CHIPS

ET2(SW) Francisco Noguera, Mr. Timothy White, Mr. Peter Shepherd, FC1 (SW) Christopher Downing and FC1 (SW) Daniel Mohn from the Center for Surface Combat Systems, Great Lakes, Ill., were recognized for innovative training concepts with the first Community of Practice and Innovation Award from Naval Personnel Development Command.